

ER 60-5485/a

✓ *Carroll*  
Maj. Gen. C. A. Willoughby, USA (Ret)

Dear General Willoughby:

STAT [ ] has brought to my attention your correspondence with him during my absence from the country, and I have read your letter of 8 July with considerable interest.

Since my return to Washington, I have rather carefully explored various possibilities of taking advantage of your kind offer to be of assistance to us. I regret to say we do not seem to have anything which I feel would be sufficiently challenging and commensurate with your extensive experience and qualifications. I genuinely appreciate your interest in our organization and will continue to bear in mind your good offer, should some special problem or assignment arise in the future where we could truly utilize your capabilities to full advantage.

Your observations and remarks concerning the necessity for CIA personnel to be knowledgeable in the various service fields are well taken, and I might comment that over the years as we have developed our career service, we have placed great stress on these requirements. Aside from the small number of high ranking retired regular officers who serve in key positions within the agency, a great many of our career staff personnel have military training and background. A sizeable portion of these are reservists, and many of our people keep abreast of military developments and changes apart from day-to-day working and liaison relationships. Our present recruitment of new professional personnel is almost entirely in the junior intelligence officer trainee area composed of outstanding young college graduates. Most of these are reserve officers who, at a minimum, have completed their military service obligations as second or first lieutenants.

You may or may not be aware of the fact that for the past several years, we have been granted and made full use of our attendance quotas at the National War College, Industrial College of the Armed Forces, Army War College, Navy War College, Air War College, U. S. Command and Staff College, and the Strategic Intelligence School. We maintain a training liaison with all of the various armed forces schools and staffs and participate actively through lectures and full courses conducted at these schools. In addition, our own internal training courses take appropriate cognizance of military requirements in terms of intelligence,

counterintelligence, unconventional warfare, support to military operations, and CIA logistics support and war planning activities.

Through the foregoing diversified relations plus my own close and frequent association with the heads of intelligence of the different services in the United States Intelligence Board, and through the country team concept abroad, I feel confident that the CIA enjoys relatively complete acceptance and excellent cooperation in the entire intelligence community.

This is a somewhat lengthy letter, but because of your interesting observations and recommendations, I felt you were entitled to a rather full reply. While there are problem areas, of course, I can assure you that since CIA's early days, very great progress has been made in the development of close and harmonious relationships throughout the intelligence community.

Once again, many thanks for your thoughtful letter, and should the occasion arise wherein we can take advantage of your kind offer, I shall certainly be in touch with you.

Sincerely,

Allen W. Dulles  
Director

STAT

O/DCI/  vgd 22 July 1960

Distribution:

orig - Addressee

1 - DCI

1 - ER w/basic, 8 July

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18 July 1960

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MEMORANDUM FOR:

1. Matt asked me to furnish some material for your reply to General Willoughby. The following may be helpful.
2. Many CIA personnel have military training and background, and many do keep abreast of current military developments and things (apart from day-to-day working and liaison relationships). Numbers of present senior CIA officials GS-15 and above are military reservists, or retired officers, or have had active military service in wartime.
3. Most of our new professional military personnel are reserve officers and have at least completed their military service obligations as second or first lieutenants.
4. CIA has and uses its quota for attendance at armed forces schools and colleges - National War College, Industrial College of the Armed Forces, Army War College, Navy War College, Air War College, U.S. Command and Staff College, Strategic Intelligence School.
5. CIA internal training courses take appropriate cognizance of military requirements in terms of intelligence, counterintelligence, unconventional warfare, support to military operations, and CIA logistics support and war planning activities.
6. CIA maintains training liaison with the various armed forces schools and staffs, and participates actively through lectures and full courses conducted at armed forces schools.
7. Through the foregoing diversified relations, the USIB activities, and the country team concept abroad, CIA now enjoys relatively complete acceptance and excellent cooperation in the intelligence community.

Deputy Director of Training

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# FOREIGN INTELLIGENCE DIGEST

An impartial analysis of political, economic and military events in the critical areas of the world, derived from confidential sources, with emphasis on facts that have not been made fully public. Editor: Major General C. A. Willoughby, U.S.A. Ret. MacArthur's Chief of Intelligence 1939-1951. Instructor In U.S. Service Schools 1930-1939. Attache American Embassies in Venezuela, Colombia and Ecuador 1923-1929. Writer. Lecturer. Publisher. Ustad Publication Karl May Series. Author: Maneuver in War (1939). The Surge Espionage Case. (1947) The Spanish Bridgehead. (1948) Intelligence in War. (1950) The Shanghai Conspiracy. (1952) MacArthur: 1941-1951. (1954). Contributor to Cosmopolitan; Readers Digest; Freeman and other publications. Awards: (U.S.): DSM; DSC; SS; L.M. (Brit): O. B. E. (France): L.H.; MH AE. (Phil): D.S.C. (Venez): O.L. (Ecuador): A.C.; O.M. (Netherlands): C.O. & N.; (Italy): S. M & L; C. O. I.

STAT

Mr

[Redacted]  
Executive Officer  
Central Intell Agebcy

July 8/60

60-5485

STAT

Dear [Redacted]

With reference to our correspondence on "Maneuver in War" ( and its training implications), I delayed answering because I found that the book is "out of print". However, I obtained a final copy from the publisher ; it is enclosed herewith. The title derives from a series of lectures I delivered at the General Staff School, Ft. Leavenworth. Kas , 1930-1935. Most of the current wartime celebrities - Ridgeway, Van Fleet, Taylor etc. were students out there, in that period, and took this course.

It might be termed a "refresher" or "orientation" course , a highly condenses historical summary of " doctrine of war" designed for the higher level of commanders or theater of war staffs. It is an analysis of " principles" in concrete theater situations short of World War II. I combined this course with a seminar in historical research ( methodology) and public presentations ( text and illustrations). My feeling is that such a course has special application in the academic or training structure of C.I.A. viz :

- i. C.I.A. is not fully accepted in the intelligence circles of the Services. We recognize inbred jealousies in all intelligence agencies. It seems to be an inbred, occupational disease ? The military are sometimes resentful and/or apprehensive. The reasons : Prejudice that C.I.A. operatives ( or policy-making people) are not militarily schooled. Ultimately, C.I.A. operations are useful only in the framewrok of potential, military operations.
- ii. I am sending this on for Mr Dulles' ( and your study). I do not know your " training people" or what their qualifications are. This is a course attended by hundreds of Leavenworth graduates ; there must be many in and around Washington , if you seek an opinion ?
- iii. As the personnel of C.I.A., becomes younger , with less wartime background , they need " military staff indoctrination", on the level of higher Headquarters , in which they may have to serve or become associated with. They must talk the same language . Now the acknowledged virtue of the Leavenworth courses is a sort of intellectual standardization .
- iv. A summation course , like " Maneuver in War " that involves essentially the " philosophy of high command " , is bound to place the C.I.A. operative or liaison on an intellectual level of equality, in military thinking, with the professional soldiers , he must forcible deal with in his assignments.

iv. Recommendations : That a series of illustrated lectures be instituted , following the course pattern I established at Leavenworth and Ft Benning, combined with a seminar in historical research.

I am corresponding with Colonel Grogan separately on an article on Mr Dulles. He has sent me some interesting material. I may develop a "mosaic" with emphasis on personal qualities. In this connection , " Spiegel " published a rather interesting piece on May 25/1960. Nr. 22 . 14 Jahrgang.

With kind personal regards

*Sincerely,*

*C. A. Willoughby*  
C. A. Willoughby  
Major General U S, Ret



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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	INITIALS	DATE
1	Director of Training	<i>[Signature]</i>	<i>[Date]</i>
2	DTR	<i>MA/sar</i>	<i>18 July</i>
3			
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	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks:			
Matt:			
<p>Can you help me out, please, in preparing a reply to the attached letter from General Willoughby. As you will recall, he came in to see the Director some time ago and the possibility of our using him as a consultant for the purpose of lecturing in some of our training courses was discussed, while no commitment was made on the Director's part. There was sufficient conversation to generate the exchange of correspondence between General Willoughby and me (note my letter of 13 June).</p> <p style="text-align: right;">JSE</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
STAT EO/DCI/			14 Jul 60
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